# **Corrections**

# Business Plan Report

# Customer

#### **Objective Name**

Owner(s)

Reduced number of people revolving through the court system/recidivism (C&R)

Marydell Guevara Ronald Kovacs Charles McRay Marcus Smith
Corrections

#### **Initiatives Linked To Objective**

Owner(s)

#### **GrandParent Objectives**

Provide comprehensive and humane programs for crime prevention, treatment and rehabilitation

### **Parent Objectives**

(PS2.2) Reduced number of people revolving through the court system/recidivism

#### Measures

Owner(s)

Boot Camp Recidivism

Linda Brown Sandra Clayton-Spates

This program was developed to provide youthful offenders realistic opportunities to effect positive change in their lives, thereby reducing recidivism.

#### **Performance Graph**

**Initiatives Linked To Measure** 

Owner(s)



#### **Child Measures Linked To Measure**

ACTUAL GOAL DATE

good direction

updated: 4/27/2006

#### Inmates in Academic Education Programs

Fred Crawford Donald Coffey Marcus Smith

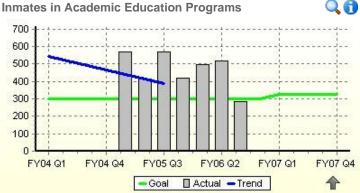
Number of inmates participating in educational programs focused on improving their employability skills and educational levels. This effort is geared towards reducing contacts with the Criminal Justice System.

#### **Performance Graph**

**Initiatives Linked To Measure** 

Owner(s)





#### **Child Measures Linked To Measure**

updated: 5/16/2006

Inmates in Vocational/Technical Programs

Fred Crawford Donald Coffey Marcus Smith

Number of inmates participating in vocational programs focused on improving their employability skills and educational levels. This effort is geared towards reducing contacts with the Criminal Justice System.

**Performance Graph** 

Initiatives Linked To Measure

Owner(s)

Inmates in Vocational/Technical Progra...



**Child Measures Linked To Measure** 

**ACTUAL GOAL** DATE

good direction

updated: 5/16/2006

Pretrial Diversion Program Enrollment

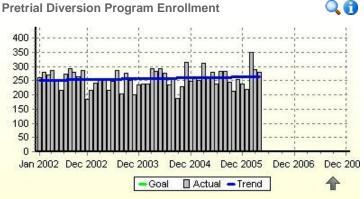
Victoria Cox Donald Coffey Marcus Smith

Pretrial Diversion (PTD) is a deferred prosecution program for first time offenders charged with 3rd degree non-violent felonies. PTD acts as the clearinghouse for felony cases where the State Attorney's Office (SAO) has determined diversion is appropriate. Referrals to participate in PTD are made by the SAO at the time that the charges are filed. PTD staff determines if participants meet eligibility requirements and which of the several programs the participant should participate in. Program participation does not usually exceed 12 months with a minimum participation period of 6 months. Successful completion of PTD results in the case against the defendant being dismissed and allows him/her to have his/her record sealed, thereby maintaining a clean record. Failure to complete the program successfully results in the defendant's case being placed back on calendar for prosecution. Pretrial Diversion is a strong, viable alternative which provides an important service for defendants and the communities in which they live. For defendants, Diversion provides an opportunity to make significant changes in their lives and prevent further penetration into the criminal justice system. For communities, the program assist the courts, prosecutors and victims in addressing serious problems caused by a growing criminal justice population through reducing reliance on traditional case processing and working to stem the "revolving door" syndrome.

**Performance Graph** 

**Initiatives Linked To Measure** 

Owner(s)



**Child Measures Linked To Measure** 

**ACTUAL GOAL** DATE

Pretrial Diversion Successful Completions

good direction

Victoria Cox Donald Coffey Marcus Smith

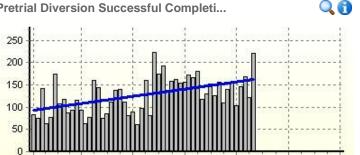
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updated: 5/17/2006



Dec 2003

-Goal



Dec 2004

Dec 2005

☐ Actual — Trend

**ACTUAL GOAL** DATE

good direction

updated: 5/17/2006

Dec 200

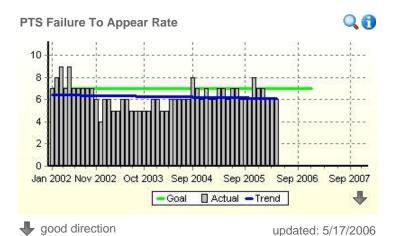
Dec 2006

PTS Failure To Appear Rate

Victoria Cox Donald Coffey Marcus Smith

Percentage of court appearances that were scheduled for Pretrial Services (PTS) released defendants that failed to appear.

#### **Performance Graph**



**Initiatives Linked To Measure** 

Owner(s)

Child Measures Linked To Measure

**Child Measures Linked To Measure** 

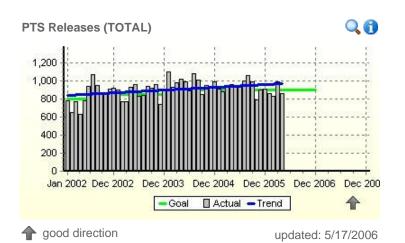
ACTUAL GOAL DATE

PTS Releases (TOTAL)

Victoria Cox Donald Coffey Marcus Smith

The number of incarcerated defendants safely released into the community by Pretrial Services (PTS) while awaiting court appearances thus allowing a non-financial release option for indigent defendants.

#### **Performance Graph**



**Initiatives Linked To Measure** 

Owner(s)

**Child Measures Linked To Measure** 

The following specialized courts and calendar reduce recidivism, improve enforcement and case processing, and provide better services for those who have perpetrated violence, the victims and those seeking shelter and drug abuse assistance. PTS removes from the jail population those individuals who do not pose a threat to the safety and welfare of the community, and will appear for court hearings. In doing so, a substantial saving is realized, essentially because they are not remaining in custody pending the outcome of their cases. Domestic Violence Court is a specialized division that effectively addresses family violence through the justice system. Drug Court is a diversion and treatment program. Defendants with substance abuse problems are not prosecuted and punished for their addiction. Instead, intensive treatment and rehabilitation are used to help offenders succeed in becoming and remaining drug-free. In addition to Drug Court, the judge holds pre-arraignment calendars that allow non-violent homeless felons to be released from jail and placed in residential/treatment facilities by the County's HART (Homeless Assessment Referral and Tracking Services) Program.

**Performance Graph** 

**Initiatives Linked To Measure** 

Owner(s)

PTS Releases via Domestic Violence Cou...

Q 6 500 400 300 200 100 Jan 2002 Dec 2002 Dec 2003 Dec 2004 Dec 2005 Dec 2006 Dec 200 -Goal ■ Actual - Trend

**Child Measures Linked To Measure** 

**ACTUAL GOAL** DATE

good direction

updated: 5/17/2006

**Objective Name** 

Increase community awareness of Corrections' services

Charles McRay Marcus Smith Corrections

**Initiatives Linked To Objective** 

Owner(s)

**GrandParent Objectives** 

Strengthen the bond between the public safety departments and the community

#### **Parent Objectives**

(PS4.1) Increased community awareness of information resources and involvement opportunities (priority outcome)

Measures Owner(s)

Number of Community Outreach Activities

Janelle Hall Marcus Smith Charles McRay

The number of events held in the community to promote the awareness of assistance the department provides.

**Performance Graph** 

**Initiatives Linked To Measure** 

Owner(s)

Owner(s)

**Number of Community Outreach Activitie...** 

QA

**Child Measures Linked To Measure** 

**ACTUAL GOAL DATE** 



good direction

updated: 4/5/2006

Janelle Hall Marcus Smith Charles McRay

Number of Facility Tours (C&R)

The number of tours conducted at the various facilities.

**Performance Graph** 

**Initiatives Linked To Measure** 

Owner(s)

Q 6 Number of Facility Tours (C&R)



good direction

updated: 4/5/2006

**Child Measures Linked To Measure** 

# **Financial**

**Objective Name** Owner(s)

Meet Budget Targets (Corrections)

Eduardo Astigarraga Marydell Guevara Maxine Harris Charles McRay Marcus Smith Nancy Vinock

**Initiatives Linked To Objective** 

Owner(s)

**GrandParent Objectives** 

(ES8.2) Planned necessary resources to meet current and future operating and capital needs (priority outcome)

**Parent Objectives** 

(ES8.2.1) Meet Budget Targets

Measures

Revenue: Total (Corrections & Rehab.)

Total revenue in \$1,000s (from FAMIS)

**Performance Graph** 

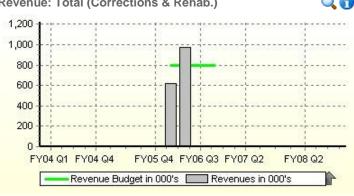
Eduardo Astigarraga Marydell Guevara Maxine Harris Charles McRay Marcus Smith Nancy Vinock

**Initiatives Linked To Measure** 

Owner(s)

Owner(s)

Revenue: Total (Corrections & Rehab.)



Child Measures Linked To Measure

ACTUAL GOAL DATE

good direction

updated: 4/25/2006

Expen: Total (Corrections & Rehab.)

Eduardo Astigarraga Marydell Guevara Maxine Harris Charles McRay Marcus Smith Nancy Vinock

Total expenditures in \$1,000s (from roll-up of Personnel, Other Operating, and Capital)

#### **Performance Graph**

#### Expen: Total (Corrections & Rehab.) 70,000 60,000 50,000 40,000 30,000 20,000 10,000 FY06 Q2 FY07 Q1 FY04 Q1 FY04 Q4 FY05 Q3 FY07 Q4

good direction updated: 3/1/2006

-Goal

Actual -Trend

#### **Initiatives Linked To Measure**

Owner(s)

#### **Child Measures Linked To Measure**

		ACTUAL	GOAL	DATE
☑	Expen: Personnel (Corrections & Rehab.)	\$52,468	\$50,021	FY06 Q2
^	Expen: Other Operating (Corrections & Rehab.)	\$8,457	\$9,068	FY06 Q2
	Expen: Capital (Corrections & Rehab.)	\$466	\$118	FY06 Q2

Manage Inmate meal cost rate

Debra Graham Sheila Siddiqui Marcus Smith Corrections

## **Initiatives Linked To Objective**

### Owner(s)

updated: 5/9/2006

### **GrandParent Objectives**

# **Parent Objectives**

Measures

Average Cost per meal

Owner(s)

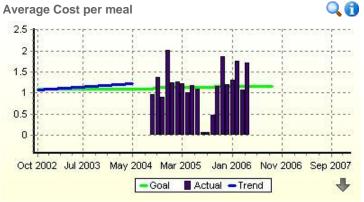
Debra Graham

**Performance Graph** 

good direction

**Initiatives Linked To Measure** 

Owner(s)



**Child Measures Linked To Measure** 

Manage Inmate rate of meal at national average

Debra Graham Sheila Siddiqui Marcus Smith Nancy Vinock Corrections

### **Initiatives Linked To Objective**

### Owner(s)

### **GrandParent Objectives**

# **Parent Objectives**

Measures

Inmate meals served per day

**Performance Graph** 

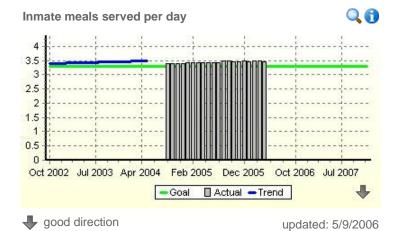
Owner(s)

Debra Graham Sheila Siddiqui Marcus Smith Nancy Vinock

**Initiatives Linked To Measure** 

Owner(s)

**Child Measures Linked To Measure** 



Build and Maintain Public Safety Facilities to Meet Needs (C&R))

Eduardo Astigarraga Jackie Berry Marydell Guevara Charles McRay Nancy Vinock Corrections

**Initiatives Linked To Objective** 

#### Owner(s)

#### **GrandParent Objectives**

Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future

#### **Parent Objectives**

(PS1.1) Public safety facilities and resources built and maintained to meet needs (priority outcome)

Measures

Completion Rate of CORF Projects (C&R)

**Performance Graph** 

Owner(s)

Eduardo Astigarraga Marydell Guevara Nancy Vinock Charles McRay

**ACTUAL GOAL** 

**Initiatives Linked To Measure** 

**Child Measures Linked To Measure** 

Owner(s)

DATE

Completion Rate of CORF Projects (C&R)





Percent capital equipment purchase requests processed within 45 days

good direction

**Performance Graph** 

updated: 4/26/2006

Eduardo Astigarraga Jackie Berry Marydell Guevara Nancy Vinock

**Initiatives Linked To Measure** 

Owner(s)





good direction

updated: 4/25/2006

**Child Measures Linked To Measure** 

Maintain safety and security in detention facilties

Jackie Berry Valerie Cohen-Jennings Charles McRay Marcus Smith Lindsey Wilson

#### **Initiatives Linked To Objective**

#### Owner(s)

#### **GrandParent Objectives**

Effectively provide the necessary and appropriate technology, buildings, equipment and people for delivery of quality services now and in the future

**Parteng begind between the public safety departments and the** community

(PS1.1) Public safety facilities and resources built and maintained to meet needs (priority outcome)

(PS4.1) Increased community awareness of information resources and involvement opportunities (priority outcome)

Measures Owner(s)

Monthly Number of Inmate on Inmate Assaults

Jackie Berry Valerie Cohen-Jennings Charles McRay Marcus Smith Lindsey Wilson

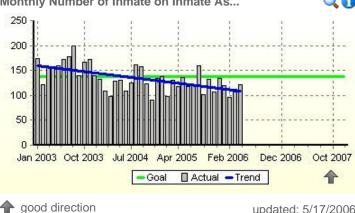
It is the Miami-Dade Corrections and Department's goal to provide safe detention facilities for visitors, staff and inmates through effective management techniques that lessen the opportunity for inmate violence occurrences. In the event of inmate violence the Department utilizes approved disciplinary processes and the filing of criminal charges to deter inmate violence. On a monthly basis each of the Department's seven detention facilities provide data pertaining to actual inmate violence occurrences. This data is evaluated to ensure that the Department does not exceed self-established guidelines.

#### **Performance Graph**

**Initiatives Linked To Measure** 

Owner(s)





Child Measures Linked To Measure

**ACTUAL GOAL** DATE

Monthly Number of Inmate Assaults on Staff

Jackie Berry Valerie Cohen-Jennings Charles McRay Marcus Smith Lindsev Wilson

It is the Miami-Dade Corrections and Department's goal to provide safe detention facilities for visitors, staff and inmates through effective management techniques that lessen the opportunity for inmate violence occurrences. In the event of inmate violence the Department utilizes approved disciplinary processes and the filing of criminal charges to deter inmate violence. On a monthly basis each of the Department's seven detention facilities provide data pertaining to actual inmate violence occurrences. This data is evaluated to ensure that the Department does not exceed self-established guidelines.

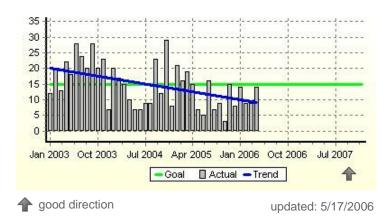
updated: 5/17/2006

**Performance Graph Initiatives Linked To Measure** Owner(s)

Monthly Number of Inmate Assaults on S...

Q 6

Child Measures Linked To Measure

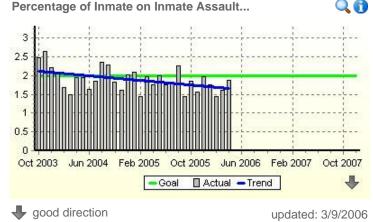


Percentage of Inmate on Inmate Assaults per Average Daily Inmate Population for the month

Valerie Cohen-Jennings Marcus Smith Lindsey Wilson

It is the Miami-Dade Corrections and Department's goal to provide safe detention facilities for visitors, staff and inmates through effective management techniques that lessen the opportunity for inmate violence occurrences. In the event of inmate violence the Department utilizes approved disciplinary processes and the filing of criminal charges to deter inmate violence. On a monthly basis each of the Department's seven detention facilities provide data pertaining to actual inmate violence occurrences. This data is evaluated to ensure that the Department does not exceed self-established guidelines.

# Performance Graph Initiatives Linked To Measure Owner(s)



# Child Measures Linked To Measure

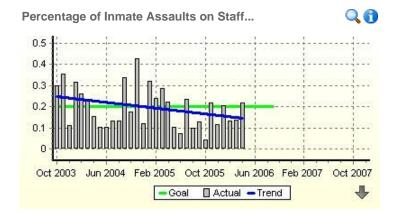
	ACTUAL	GOAL	DATE
Inmate on Inmate Assaults	121	n/a	Apr 2006
Average Daily Inmate Population	6,455	n/a	Apr 2006
Potential Number of Assualts by Inmates	12.91	n/a	Apr 2006

Percentage of Inmate Assaults on Staff per Average Daily Inmate Population for the Month

Valerie Cohen-Jennings Marcus Smith Lindsey Wilson

It is the Miami-Dade Corrections and Department's goal to provide safe detention facilities for visitors, staff and inmates through effective management techniques that lessen the opportunity for inmate violence occurrences. In the event of inmate violence the Department utilizes approved disciplinary processes and the filing of criminal charges to deter inmate violence. On a monthly basis each of the Department's seven detention facilities provide data pertaining to actual inmate violence occurrences. This data is evaluated to ensure that the Department does not exceed self-established guidelines.

# Performance Graph Initiatives Linked To Measure Owner(s)



#### Child Measures Linked To Measure

		ACTUAL	GOAL	DATE
Inmate on S	taff Assaults	14	0	Apr 2006
Average Dail Population	y Inmate	6,455	n/a	Apr 2006
Potential Nur Inmates	mber of Assualts by	12.91	n/a	Apr 2006

updated: 3/9/2006

updated: never

Potential Number of Assualts by Inmates

Calculated based on multiplying Average Daily Inmate Population by .002.

### **Performance Graph**

ngood direction

# Potential Number of Assualts by Inmate... 16 14 12 10 8 6 4 2 10 Oct 2003 Jun 2004 Feb 2005 Oct 2005 Jun 2006 Feb 2007 Oct 2007 Goal Actual Trend

**Initiatives Linked To Measure** 

Owner(s)

Lindsey Wilson

**Child Measures Linked To Measure** 

ACTUAL GOAL DATE

Average Daily Inmate 6,455 n/a Apr 2006

Population

Ensure proper inmate management through Objective Jail Classification System

Jackie Berry Marydell Guevara Ronald Kovacs Charles McRay

**Initiatives Linked To Objective** 

Owner(s)

**GrandParent Objectives** 

#### **Parent Objectives**

Measures Owner(s)

Percent of inmates reclassified within 90 days

Marydell Guevara Ronald Kovacs Charles McRay Marcus Smith Lee Little

Goal increased April 2006 to reflect a 90% as a new goal. Effective with the third Quarter.

**Performance Graph** 

**Initiatives Linked To Measure** 

Owner(s)

Percent of inmates reclassified within...

Qn

Child Measures Linked To Measure

ACTUAL GOAL

DATE



good direction

updated: 4/5/2006

Percentage of new inmates classified within 72 hours

Ronald Kovacs Lee Little Armando Quinoa Marcus Smith

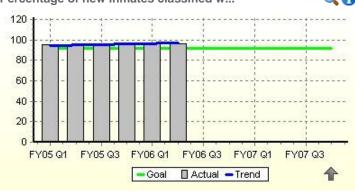
**Performance Graph** 

**Initiatives Linked To Measure** 

Owner(s)

Percentage of new inmates classified w...

Q 👩



good direction

updated: 4/5/2006

**Child Measures Linked To Measure** 

Professional and ethical public safety staff (C&R)

Denise Bendross Myriam Kovacs Marcus Smith Nancy Vinock

**Initiatives Linked To Objective** 

Owner(s)

#### **GrandParent Objectives**

Improve the quality of service delivery through commitment to ongoing employee training

#### **Parent Objectives**

(PS3.1) Professional and ethical public safety staff. Minimal occurrence of public safety corruption incidents

Measures

**Employee Training for Accreditation** 

Number of employees completing training on a monthly basis

Owner(s)

**Performance Graph** 





Owner(s)

Myriam Kovacs

Accreditation Standards & Accomplishments

Myriam Kovacs

**Child Measures Linked To Measure** 

**ACTUAL GOAL** DATE



Mandatory In-service training

updated: 5/2/2006

Myriam Kovacs

Number of employees completing mandatory in service training at the end of the month.

#### **Performance Graph**

# Mandatory In-service training 100 80 60 40 20 Oct 2002 Jul 2003 May 2004 Mar 2005 Jan 2006 Nov 2006 Sep 2007 -Goal ■ Actual — Trend

good direction

updated: 5/2/2006

#### **Initiatives Linked To Measure** Owner(s)

Mandatory Inservice Training for Sworn Staff Myriam Kovacs

#### **Child Measures Linked To Measure**

Employee Recruitment (Corrections)

Terry Browne Alourdes Pierre Myrlene Summerset Nancy Vinock Chamona Wynn

**Initiatives Linked To Objective** 

Owner(s) GrandParent Objectives

#### **Parent Objectives**

Measures Owner(s)

Monthly Hiring of High Priority, Non-Sworn positions in accordance with Aggressive Recruitment Plan

Terry Browne Alourdes Pierre Myrlene Summerset Nancy Vinock Chamona Wynn

Prioritize hiring of 47 non-sworn critical positions. (Does not include Correctional Officers)

#### **Performance Graph**



Initiatives Linked To Measure

Owner(s)

Aggressive Recruitment

Myrlene Summerset

#### **Child Measures Linked To Measure**

ACTUAL GOAL DATE

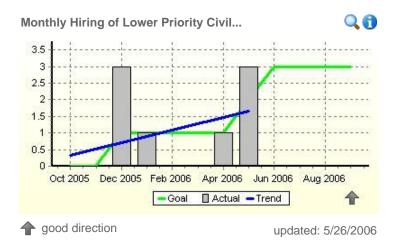
Monthly Hiring of Lower Priority Civilian Vacancies

Vacant civilian positions not included in original prioritized list.

Terry Browne Alourdes Pierre Myrlene Summerset Nancy Vinock Chamona Wynn

Terry Browne Alourdes Pierre Myrlene Summerset Nancy Vinock

# Performance Graph



Initiatives Linked To Measure

Owner(s)

Aggressive Recruitment

Myrlene Summerset

**Child Measures Linked To Measure** 

ACTUAL GOAL DATE

Monthly Sworn Positions Hired (COT)

Number of Correctional Officer trainees hired per month

**Initiatives Linked To Measure** 

Owner(s)

Chamona Wynn

Aggressive Recruitment

Myrlene Summerset

**Performance Graph** 



**Child Measures Linked To Measure** 

ACTUAL GOAL DATE

Monthly Sworn Positions Hired (Lateral)

Terry Browne Alourdes Pierre Myrlene Summerset Nancy Vinock Chamona Wynn

Number of Correctional Officers hired monthly with State certification.

#### **Performance Graph**



**Initiatives Linked To Measure** 

Aggressive Recruitment

Terry Browne Alourdes Pierre Myrlene Summerset

Owner(s)

Chamona Wynn

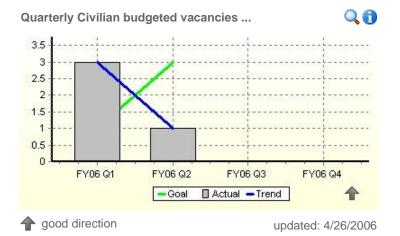
**Child Measures Linked To Measure** 

**ACTUAL GOAL DATE** 

Quarterly Civilian budgeted vacancies hired (non-priority) Vacant civilian positions not inlcuded in original prioritized list

Terry Browne Alourdes Pierre Myrlene Summerset Chamona Wynn

#### **Performance Graph**



**Initiatives Linked To Measure** 

Owner(s)

Aggresive Recruitment

Alourdes Pierre

**Child Measures Linked To Measure** 

ACTUAL GOAL DATE

Quarterly Prioritize Hiring of 47 Non-sworn Positions

Terry Browne Alourdes Pierre Myrlene Summerset Chamona Wynn

Prioritize hiring of 47 non-sworn critical positions. (Does not include Correctional Officers)

**Performance Graph Initiatives Linked To Measure** Owner(s)





ngood direction

updated: 4/26/2006

QO

Quarterly Sworn Positions (COT)

Correctional Officer Trainees

#### **Performance Graph**

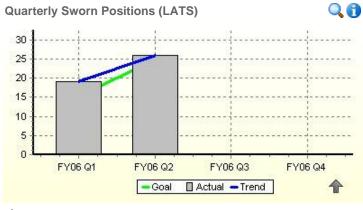


good direction

updated: 4/26/2006

Quarterly Sworn Positions (LATS)

#### **Performance Graph**



good direction

updated: 4/26/2006

#### **Child Measures Linked To Measure**

ACTUAL GOAL DATE

Myrlene Summerset Chamona Wynn Terry Browne Alourdes Pierre

#### **Initiatives Linked To Measure**

Owner(s)

Aggressive Recruitment

Alourdes Pierre

#### **Child Measures Linked To Measure**

ACTUAL GOAL DATE

Terry Browne Alourdes Pierre Myrlene Summerset Chamona Wynn

#### **Initiatives Linked To Measure**

Owner(s)

Aggressive Recruitment

Alourdes Pierre Myrlene Summerset

## Child Measures Linked To Measure